



Evaluation Report

Tackling Pollution from the Apparel sector through engaging SMEs in Water Stewardship in Ethiopia

A project funded by the Swiss Agency for Development and Cooperation; implemented by the Consortium of Alliance for Water Stewardship, Aid by Trade Foundation, CDP, Solidaridad Ethiopia and Water Witness International

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Abbreviations

AbTF	Aid by Trade Foundation
AGOA	African Growth and Opportunity Act (trade act offering duty free access to US markets for African countries)
AWS	Alliance for Water Stewardship
CDP	Carbon Disclosure Project
CmiA	Cotton made in Africa
FDI	Foreign Direct Investments
GoE	Government of Ethiopia
IP	Industrial Park(s)
IPDC	Industrial Parks Development Corporation
SDC	Swiss Agency for Development and Cooperation
WWI	Water Witness International

1 Executive Summary

- 1 The project “Tackling Pollution from the Apparel sector through engaging SMEs in Water Stewardship in Ethiopia” is part of SDC’s engagement on addressing water pollution. Following a public call, SDC supported the proposal of the consortium of AbTF, AWS, CDP, Solidaridad and WWI. SDC commissioned this external evaluation with the aim to provide an assessment regarding the achieved results of phase 1 and general lessons learnt for SDC’s future promotion of private sector engagement in water stewardship.
- 2 Ethiopia experienced difficult years during the time of the project: In 2020, the global pandemic hit, followed by the war in Tigray. Both events had drastic impacts on the country and the project, with international travel blocked for a long time, access to parts of the country severely restricted and the economic fallout from the conflict slowing the growth of the apparel sector in the country.
- 3 These unfavourable developments exacerbated some flaws inherent to the design and theory of change of the project. The premise of leveraging on the “leadership and support from the global apparel sector” to the SMEs in their supply chains in Ethiopia could not be realised as intended, given the limited importance of Ethiopia for sourcing of the global fashion brands. The intention to work across the full value chain from cotton growers to garment manufacturers could not be realised due to the structural characteristics of the Ethiopian cotton sector.
- 4 In addition, the consortium suffered from tensions and strategic misalignment between some of the partners, leading to compartmentalisation of the project, with different strategies being pursued within the same project. The coherence within the project suffered and synergies and links were used much less than initially planned.
- 5 Despite these difficulties, the project produced valuable results. Notably, all partners advanced on their strategies, developed their expertise and expanded their partnerships in the sectors of textile and apparel as well as water stewardship. In the future, SDC could pick up on this success and further strengthen organisations in their core mission and their collaboration for effective exchange and advocacy, e.g. by expanding its ongoing initiative on “Promoting Water Stewardship 2030”.
- 6 The project’s tangible achievements include increased awareness among global fashion brands and investors for water stewardship in the apparel sector, and increased readiness to act, as well as concrete improvements of water management in Ethiopian textile and garment manufacturers and in cotton farming. Farmers, communities around industrial parks and SMEs directly benefited from improved efficiency of water use and reduced pollution.
- 7 Continuation of all of these lines of action with the consortium is not an option as the partners have no wish for a joint continuation. Nevertheless, the different approaches pursued in the project have their merits and may be supported by SDC, depending on preference: Water stewardship may be fostered in global sourcing hotspots in Asia. A different approach would be supporting water stewardship in emerging sourcing hubs such as Ethiopia, by supporting countries to put their development efforts on the “right track” from the start. Thirdly, future SDC support to water management in cotton could be linked to the partners and experience from the project in Ethiopia.
- 8 Further lessons can be derived from the consortium modality and project planning. The rather large consortium has shown its limits for the ambitious agenda of the project. Modalities may be better chosen in line with the purpose of projects: large consortia are best suited for mutual learning, networking, and joint advocacy; small partnerships with a clear lead are better for projects aiming at tangible results and systemic changes. Deficits in project design may be mitigated by including a more intensive planning phase with adequate resources.

2 Introduction

Project Background

- 9 SDC's Thematic Section Water aims at contributing to a water secure world through influencing water-related policies and their implementation. One of its four strategic pillars aims at securing water for economic development and promoting responsible economic development. SDC's key approaches in this strategy are promoting water effectiveness and stewardship as guiding concepts in global policies and processes, as well as supporting technological solutions and sustainable economic models to help preserve water and reduce pollution.
- 10 The project "Tackling Pollution from the Apparel sector through engaging SMEs in Water Stewardship in Ethiopia" (hereinafter called "the project") is one among several actions intended to contribute to SDC's engagement on addressing water pollution. In addition, the project is also centrally built around SDC's engagement on water stewardship.
- 11 The project was designed following an open call launched by SDC in late 2018. The call established that the project would centre around water pollution, target SMEs within a global supply chain, employ a Water Stewardship approach, and focus on Sub-Saharan Africa geographically. However, the call did not specify the specific sector to be addressed. SDC received multiple proposals and ultimately chose the proposal submitted by a consortium of five partners that focused on the textile and apparel sector in Ethiopia: Aid by Trade Foundation (AbTF), Alliance for Water Stewardship (AWS), Carbon Disclosure Project (CDP), Solidaridad and Water Witness International (WWI). SDC required that one consortium partner would act as lead and contact point, the role was taken by AWS.
- 12 The project was initially designed to consist of three phases as stated in the call. However, after some time into the project implementation, discussions among partners arose about some key assumption and the future direction to take. In the end of 2021, SDC commissioned a short assessment¹ on the functioning of the consortium, to which the consortium provided responses. In lieu of the initially foreseen joint internal mid-term review, SDC requested the consortium member to provide individual statements² on the preferred approach for phase II. The responses to the short assessments and the statements on preferred approach for phase II confirmed that the consortium members had differing opinions, and that the consortium was unable to develop a joint position on the future approach.

Scope of the Evaluation

- 13 At the start of 2023, SDC commissioned an external evaluation to assess the results achieved during phase 1 of the project. Providing an outlook and recommendation on a potential phase II was not explicit part of the evaluation's TOR. SDC did not yet take decision on phase II. However, given the lack of a shared position among consortium members, a direct continuation seems unlikely. Therefore, the evaluation primarily focused on identifying best practices and lessons learned to inform SDC's future efforts in promoting private sector engagement in water stewardship. Incorporating the Ethiopian perspective in the evaluation was deemed essential by SDC to compensate for the inability of an SDC representative to visit the country during the project's timeframe.

¹ Ken Kaplan, 25.02.2022: Assessment of the functioning of the consortium: Tackling pollution from the apparel sector through engaging SMEs in water stewardship in Ethiopia

² Communication of the Consortium to SDC, 06.05.2022: Written Evidence for SDC to consider internally to assist with consortium discussions in relation to any potential Phase II

- 14 Assessment of financial reports and costs of activities or outputs was not part of the TOR. Cost efficiency was therefore not evaluated. Assessment of the integration of transversal themes was also not part of the TOR.

Acknowledgments

- 15 The evaluating team would like to thank the project consortium for the profound and candid conversations and for facilitating access to project stakeholders. Without this support, the evaluation could not have been conducted as efficiently and in such good conditions.

3 Methodology

- 16 The approach of the evaluation followed the TOR and the classical evaluation method combining desk review of documents, virtual interviews with international stakeholders and an in-country mission from 13.03.2023 to 18.03.2023 for interviews with stakeholders and field visits. The documents consulted and persons interviews are given in the annex.
- 17 The method has the following limitations:
- Analysis is based exclusively on project documents and statements from interviewed project partners and stakeholders.
 - Visits and interviews in Ethiopia were limited to project partners and stakeholders in Addis Ababa, including the industrial park of Bole Lemi. Other relevant locations such as the industrial park in Hawassa or cotton growers were not visited because of limited time.
 - The project reports do not contain consolidated log frames and reporting of progress on indicators. The analysis is therefore not based on the assessment of indicators.
- 18 The analytical part of the evaluation report follows the structure of the DAC criteria and key questions outlined in the TOR. As several evaluation questions under the different DAC criteria refer to the consortium modality, these are grouped in one subchapter.

4 Assessment of the project

4.1 Ethiopian context evolution

- 19 The project was designed in 2019 during a rather optimistic period for Ethiopia. The country's new president had just received the Peace Nobel Price and was pursuing an ambitious reform agenda. Ethiopia's drive to develop its apparel industry as a motor of growth was on a promising track.
- 20 Shortly after the project started in 2020, the global pandemic hit. In late 2020, the conflict in Tigray started and developed into a disastrous war. Both events had drastic impacts on the country and the project. International travel was blocked until late 2022. The urgency for Covid mitigation measures replaced other priorities for a good part of 2020. Access to cotton growing areas in Tigray and other conflict affected areas was disrupted and the security situation was tense, including for project staff and stakeholders. From 2021 onwards, the economic fallout from the conflict seriously slowed Foreign Direct Investments (FDI) and the growth of the apparel sector in the country (more details in paragraph 33 onwards).
- 21 Frequent institutional restructuring in Ethiopia impacted key stakeholders for the project and was a further factor affecting the project in some of its components.
- 22 In summary, the project was exposed to extreme and consequential context developments, which affected the progress and impact of the project and required strong adaptation efforts. These context developments form the backdrop of many of the challenges discussed in the following chapters.

4.2 Relevance

Project design

- 23 The project's basic design focuses on equipping "Ethiopian cotton growers, textile producers and garment manufacturers with the skills to assess and tackle the water-related challenges they face and on contributing to solutions via the application of the AWS Standard"³.
- 24 A key feature of the design is the intention to work "across the full value chain of the apparel sector" – from cotton growers to garment manufacturers - in Ethiopia.
- 25 The project intended to achieve this on the one hand with "close engagement with small and medium sized growers and producers" and other sector stakeholders in Ethiopia, and on the other hand through "leadership and support from the global apparel sector" to the SMEs in their supply chains.
- 26 The project was designed around three components:
 - Outcome 1 - Evidence and consensus on priority opportunities for improved water stewardship throughout the apparel value chain
 - Outcome 2 - Water stewardship innovation and action
 - Outcome 3 - Lesson learning, outreach and legacy
- 27 Within each component, the responsibilities in the consortium were organised as follows:
 - AbTF and Solidaridad focussed on the cotton sector in Ethiopia
 - WWI focussed on the textile and garment production in Ethiopia
 - AWS and CDP focussed on the global apparel sector investment, purchasing, standards, policy, and capacity
- 28 The budget of the project was composed of a contribution from SDC of GBP 1'654'000, which covered 50 % of the project expenses, and 50 % of in-kind contribution and match funding from other donor funded projects. Of the SDC contribution, 52 % was received by WWI, 19 % by CDP, 17 % by AWS and 6 % by each AbTF and Solidaridad. The budget overview is given in the annex.

Overall assessment of relevance

- 29 The project in its aim and approach is clearly highly relevant in addressing water management in a sector of high global significance and with a very high water footprint. Working in this sector in Ethiopia is equally relevant, as the Ethiopian government is investing strongly in developing the apparel sector as part of its growth strategy.
- 30 The approach with its three components and the task sharing among the five consortium partners have also proven relevant in that it provided a clear intervention strategy and logical organisation despite the high complexity of the task and the partnership.
- 31 The resources have been rather limited and the distribution of budgets among the partners was uneven and not necessarily linked to the magnitude of the tasks. A particular limitation was that work in Ethiopia was limited to training and technical assistance, with no resources available for smaller investments in demonstration of techniques, which would have certainly increased the impact of training and technical assistance. This limitation was particularly pronounced on the cotton part, given the rather small share of budget allocated to this part. The uneven budget allocation also contributed to some tensions in the consortium (further discussed in paragraph 80 onwards).

³ Quotes from the Project Document from 04.12.2019

- 32 While the overall approach appears clearly pertinent and relevant, some aspects of the approach and theory of change have been discussed controversially in the partnership and are therefore assessed in further detail below.

Textile and apparel sector in Ethiopia and engagement of global fashion brands

- 33 The development of the textile and apparel sector is a key priority of the Government of Ethiopia (GoE). It is seen as a backbone of its Growth and Transformation Plan to becoming a middle-income country. The central strategy for the growth of the sector and attracting FDI is the development of Industrial Parks (IP). 13 IP have been developed to date, with 30 initially being planned until 2025. A large proportion of FDI in the IP have gone into the textile and apparel sector. The development of the sector was very dynamic in the years before the pandemic. A small number of global fashion brands have started to invest in Ethiopia. However, in the past years the sector has largely stagnated due to the pandemic, as well as because of the effects of the Tigray conflict.
- 34 Ethiopia's suspension from the African Growth and Opportunity Act (AGOA), a trade act enhancing market access to the US for qualifying Sub-Saharan African countries, in late 2021 was also a major impacting factor. Ethiopia's textile and apparel sector is strongly affected by the suspension, with 90% of duty-free exports to the US under AGOA in 2020 consisting of textiles and apparel. Tight capital controls and soaring inflation are further restricting businesses.
- 35 As reported by several interviewees, major fashion brands like H&M or PVH have scaled down sourcing from Ethiopia or withdrawn completely, and several garment factories have shut down or reduced production. Overall, the sector has so far managed to continue and avoid mass layoffs, mainly by fulfilling existing orders and compensating by sales to the regional markets. However, the growth of the sector has clearly stalled and, according to one interviewee, has reached a "breaking point": Quick recovery is possible if stability returns and the AGOA suspension is lifted but, failing that, rapid shrinking of the sector is equally possible.
- 36 While Ethiopia's apparel sector has certainly suffered a set-back, it continues to be one of the most important regional sourcing hubs in Africa. However, on a global scale, Ethiopia and Africa remain of relatively low importance for the global fashion industry, which continues to source mainly from a small number of hubs located in Asia.
- 37 Among persons interviewed, the future importance of Ethiopia and other African locations as sourcing hubs for the global fashion industry was debated controversially. Some are sceptical if Ethiopia and other African countries can compete with the Asian hubs any time soon, citing structural competitive disadvantages related to costs, transportation, productivity and workmanship. One interviewed person also mentioned that the global fashion business models are about to change, moving towards more circularity and sourcing closer to the markets, likely reducing the importance of mass low-cost sourcing from Asian and African hubs. Other interviewed persons, however, see no fundamental change in the sectors drive to sourcing from locations with ever lower costs and consider it likely that Africa will take off in the near future as a new important sourcing location.
- 38 It appears that the importance of Ethiopia as sourcing hub for the global fashion industry has been overestimated and with it a key element of the theory of change of the project: the global fashion brands willingness to take leadership and support Ethiopia's SMEs to act on water management. This limitation has been known in principle already during the project design and is described in the Project Document. However, during the project, the interest of global fashion industry for Ethiopia has further diminished mainly because of the effects of the Tigray conflict.
- 39 Early in the project AWS have revised their assessment of the potential of global brand led action in Ethiopia. They concluded that a private sector driven water stewardship approach needs to follow

the business interests of brands, which is predominately in the sourcing hubs of South-East Asia rather than the fledgling sectors of Africa. Global fashion brands are ready to invest in water stewardship in their supply chain when they can engage with dense clusters of suppliers and face lower barriers. This overall assessment of AWS has been confirmed by other interviewed persons and is generally shared by all consortium partners, with the exception of WWI.

- 40 WWI holds onto the view that textile and apparel sectors in Africa will keep growing in importance and deserves to be at the focus of development partners' engagement. Indeed, a case can be made for supporting African countries in developing their apparel sectors and including water stewardship early on. As global fashion brands are unlikely to become the main driver for water stewardship for the lack of critical mass, alternative approaches are needed, using multiple entry points such as governments, civil society, and investors in industrial parks. However, global fashion brands still can remain relevant stakeholders, as even individual brands with progressive policies can play an important pioneering role and act as champions of good practice in water stewardship. One example is PVH, which has been an instrumental partner for advancing wastewater management and water stewardship in the Hawassa industrial park.
- 41 The contested vision of AWS and WWI on a core element of the project design and theory of change was part of a wider rift between these leading partners, which impacted the functioning of the consortium to some extent. This aspect is discussed further in chapter 4.5.
- 42 The partners have pursued their approach in their respective field of activity despite the described differences. AWS has re-focussed its attention on global outreach for global fashion brands getting involved with water stewardship and the AWS standard. AWS embodies this shift of approach in its Impact Accelerator initiative focused on South-East Asia – “a collaborative, place-based approach to water stewardship that brings multiple sites together to implement the AWS Standard at the same time helping to share costs, create peer support and maximise impact”⁴.
- 43 WWI on the other hand has embarked on global level advocacy work centred around the “Fair Water Footprint”. The UK government led initiative is inspired by WWI’s report “How Fair is Fashion's Water Footprint?”⁵, which is derived from the water security scan produced in the project. Despite supporting the overall aims of the initiative, AWS has ultimately not joined it. AWS considers the initiative as overly complex with unrealistic aims, and not sufficiently constructive to make it work for the private sector. The Swiss government has refrained from joining the initiative for similar reasons.

The cotton sector in Ethiopia

- 44 The cotton sector in Ethiopia is highly diverse, unregulated and – in the words of interviewed persons – chaotic. Cotton is grown by smallholder farmers and larger commercial farms are equally present. Both types of growers are present in the predominant rainfed cultivation and in irrigated cultivation. Trade, transportation, and further processing follows diverse pathways, involving local traders, artisanal processing, and ginneries of various types. Contract farming and private sector driven extension services to farmers, which is dominating in many other African cotton producing countries, is largely absent in Ethiopia.
- 45 Due to this structure of the Ethiopian cotton sector, locally produced cotton is often of limited quality (e.g. mix of different fibre lengths or frequent presence of contamination) and has limited traceability and certification. For this reason, locally produced cotton is often of little interest for the garment manufacturing industry catering to global brands.

⁴ <https://a4ws.org/impact-accelerator/>

⁵ https://waterwitness.org/s/WWI_Briefing-Note_Fashions-Water-Footprint.pdf

- 46 Locally grown cotton supplies a large handloom sector, in which a workforce of more than 500'000 is reportedly active, producing traditional Ethiopian garments.
- 47 Accordingly, there are roughly two different cotton-to-garment value chains present in Ethiopia: firstly, a local value chain, where cotton grown in Ethiopia is used in its traditional handloom sector; secondly a global value chain, where textile and garment manufacturers import raw materials and fabrics to produce garments exported to the global markets. The reality is of course more complex, in that these value chains have different mutual links, which can quickly shift over time reacting to changing framework conditions.
- 48 Consequently, the project's storyline of working on a linear value chain from the grown cotton to the garments industry in Ethiopia and supplying global fashion has proven to be overly simplistic. Again, this was not a newly acquired insight but is described in principle already in the Project Document.
- 49 In itself, the presence of separate local and global value chains does not invalidate the pertinence of promoting water stewardship in both the cotton sector and the textile and garment industry. However, the structural characteristics of the cotton sector have proven to be a serious obstacle to improving traceability of cotton and introduce certification schemes. The main reason for this is the lack of management entities, such as ginneries practicing contract farming, which have clear incentives to finance certification and train and support farmers in implementing and complying with relevant measures.
- 50 Because of this, AbTF was not successful in expanding certification of the Cotton made in Africa standard and has instead decided to withdraw from Ethiopia at the end of the project. This points both to a serious challenge to sustainably address water management in Ethiopia's cotton sector and to linking this sector to the textile and garment production and increase value addition in the country. Addressing those challenges would require a wider reform of the cotton sector, that cannot be reached through private sector driven water stewardship approaches alone.

Lessons learnt on project design

- 51 As discussed above, the project suffered from some design flaws based on overly optimistic assumptions. The main issues in this regard are mentioned in the Project Document and were already known at the design stage. The reason why these issues were not sufficiently considered in the project design may be in part due to the rather short time and low resources for project development in the competitive process. A more intensive planning phase, or validation of the project design with adequate resources, may have led to a more stringent development of the theory of change.
- 52 A more thorough design phase may also have contributed to a better-balanced allocation of resources to the different components and activities. The observed uneven distribution of funding may have been avoided or better justified, reducing tensions among partners resulting from this issue.

4.3 Coherence

Coherence with country priorities and synergies with other development partners

- 53 As already outlined in the previous chapter, the project is well aligned with Ethiopia's priority to develop the cotton and apparel sector. Supporting the country in addressing water security in this high priority sector is a targeted contribution to its sustainable development, and feedback from interviewed stakeholders has been unanimous in that sense.
- 54 The main limitation of the approach, in the view of interviewed stakeholders and apart from the limited resources (see paragraph 31), was the narrow focus of the project. The cotton sector and cotton growing farmers face multiple issues and constraints, water security is but one of them. Similarly, the

authorities tasked with the development of industrial parks, the investors and the SMEs face numerous issues, and water security – while important – is rarely among their top priorities.

- 55 The co-financing modality, incentivising the partners to match the project funds and activities with related funding from other sources, was helpful in bridging this limitation. In the cotton sector, AbTF and Solidaridad inserted the project's focus on water security in the broader approach of the EU funded Bottom Up⁶ Project, which promotes and advocates the adoption of responsible social and environmental practices in cotton. In the textile and garment sector, WWI inserted the focus of water security in the German and UK funded projects NatureRes⁷ and Sustainable Industry Clusters⁸, both projects with a broader approach on watershed management and sustainability in the industrial park development.

Involvement of private sector

- 56 Private sector was involved in the project in all levels. AWS and CDP engaged with fashion brands on global level. CDP could achieve a 40 % of increase of water related disclosure from companies in the apparel sector in the time of the project and AWS won 4 new members from the apparel sector thanks to the project, with another 3-4 new members expected soon. WWI has engaged with numerous companies in industrial parks, including with some international brands like PVH. AbTF and Solidaridad have worked with private smallholder farmers and with some commercial farms.
- 57 The limitations of engaging global fashion brands in Ethiopia have been discussed above (paragraph 38 onwards).

Strategic alignment with SDC's programme

- 58 The project is a central contribution to SDC's Thematic Section Water's strategic pillar aiming at securing water for economic development and promoting responsible economic development. It combines two key approaches in this strategy, addressing water pollution through private sector driven water stewardship.
- 59 The project is complemented by further support of SDC to three of the project partners, AWS, CDP and WWI, in the framework of a project on "Promoting Water Stewardship 2030". This support is closer to a core contribution to the three organisations, who implement individual programmes of work, leveraging their respective expertise and audiences, while developing joint communication and advocacy.

While SDC is present in Ethiopia and in the wider region of the Horn of Africa, most of SDC's activities there are in no direct relation with the project. SDC's presence in Ethiopia focusses mainly on food security and agroecology, as part of its Global Programme Food Security, as well as Humanitarian Aid through its regional cooperation.

- 60 Nevertheless, some Swiss supported projects have potential thematic links, such as the cities' and water utilities' partnership between Lugano and Hawassa supported by SDC's Thematic Section Water, the SECO supported Sustaining Competitive and Responsible Enterprises project by ILO, or the SDC supported Water Efficiency in Rice and Cotton (WAPRO) in a range of Asian countries. However, no direct links were established by the project with those initiatives⁹.

⁶ https://international-partnerships.ec.europa.eu/news-and-events/stories/bottom-sustainable-textile-ethiopia_en

⁷ <https://nature-stewardship.org/where-we-work/ethiopia/>

⁸ <https://www.giz.de/en/downloads/giz2021-en-sustainable-industrial-clusters.PDF>

⁹ According to WWI, SDC did not consider relevant to link the project to other SDC initiatives in Ethiopia.

4.4 Effectiveness

- 61 Overall, the project partners did deliver on the objectives of the project and the project was effective in producing the expected results. This was despite several important challenges, namely the pandemic, the war in Tigray, institutional reshuffling, but also internal challenges linked to some tensions in the consortium. The main results achieved are described in the following chapters (an overview is given in annex 7.3).
- 62 The evaluation did not assess achievements qualitatively based on project reports and interviews, but not on indicator level but, because there was no aggregated reporting against a joint log frame. Each partner reported on their own log frame, as some partners had to report at the same time to other donors. According to the project coordination, this practice was accepted by SDC. On the one hand, SDC's flexibility in this regard reduces burden from overly complex reporting requirements to the partners. On the other hand, a joint monitoring framework would have increased transparency and likely provided a better basis for decision making to the steering board and SDC.
- 63 Under outcome 1 (Evidence and consensus on priority opportunities for improved water stewardship throughout the apparel value chain), the water security scans produced on cotton production, textile and apparel production, regional and global levels were instrumental in increasing awareness and consensus among stakeholders on the respective levels for water security and the relevance of water stewardship. Interviews with stakeholders on the different levels confirmed the increased awareness and the important role of the water security scans.
- 64 Under outcome 2 (Water stewardship innovation and action), the project has produced tangible outcomes despite resources being rather limited, in relation to the challenges and partner needs. Many farmers have benefitted from the offered training of cotton farmers and extension agents in a wide range of cotton growing areas, including in the conflict affected areas, and has contributed to increased awareness and better water management practices. Increased productivity in small scale irrigated areas has been reported as an outcome after trainings. Training manuals developed by the project have met high interest among the relevant authorities and their use in agricultural extension will be expanded and it is likely to have a lasting effect.
- 65 IP management have highly appreciated the project's support in Covid mitigation, which has helped avert Covid outbreaks among factory staff and allowed companies to limit interruptions of production. Management of major IP are now well-aware of the water security challenges and have recognised the value of the AWS standard. Hawassa IP pursues water stewardship within the Eco-Industrial Park Framework. The Industrial Park Development Cooperation (IPDC) states that water security will be a stronger criterion in site selection of new IP. Several IP have directly benefitted from technical assistance and have improved water management or prepared water management-related investments. For example, Hawassa IP has been assisted in the mapping of its water infrastructure, reduction of non-revenue water and design of a drinking water treatment plant for removal of fluoride from groundwater.
- 66 On global level, AWS has launched its new impact accelerator programme meeting high interest of fashion brands and suppliers, however with a focus on South-East Asia, not Ethiopia or Africa. The textile working group facilitated by AWS was appreciated among brands and has contributed to increased awareness and engagement. CPD has seen a heightened interest for water management among investors and water-related disclosure from apparel companies has significantly increased in the project period.
- 67 Under Outcome 3 "Lesson learning, outreach and legacy", work is still ongoing. Case studies and a documentary video are available on water management practices in cotton farming. Several briefing

notes and resources for water stewardship in the textile and apparel sector are available. Results have been presented at global events. A dedicated outreach event is planned in May 2023 in Ethiopia and further outreach documents are being prepared.

4.5 Pertinence, effectiveness, and efficiency of the consortium setup

Complementarity and compartmentalisation

- 68 The project was implemented in a rather complex consortium modality. The consortium was composed of five different organisations, each having its own specific tasks and resources. AWS was the nominal lead, as well as contact point to SDC and fulfilled a coordinating role. Decision making was shared via a steering board. Furthermore, each partner had its own match funding for the project, partly from other donors, with their respective modalities and requirements. This complex partnership modality had its strengths, but also some limitations.
- 69 The main strength of the partnership lies in the complementarity of the partners expertise, which allowed the partnership to cover all relevant areas of the cotton to garment value chain, both on the levels of Ethiopia and on global level. However, as it described above, the cotton and apparel value chains in Ethiopia have shown to be rather disjunct and, in hindsight, the case for combining all elements in one consortium was weaker than initially considered in the proposal.
- 70 The co-funding modality had the advantage of linking the project's focus on water stewardship to other donor-funded initiatives supporting the sector more broadly (see paragraph 55). On the other hand, this modality also increased the complexity of management and reporting requirements for the partners to fulfil, in turn limiting the adaptive capacity of the consortium, e.g. during Covid, when other donors had strong and clear requirements for the different partners to follow. The project partners were grateful about SDCs flexibility in this regard, which was very helpful for the consortium to manage these constraints.
- 71 The project setup was largely effective for achieving the results as it attributed clear responsibilities for the different outputs among the five partners.
- 72 However, the project suffered to some extent from compartmentalisation, with links between the partners and components at times too limited. Several interviewed project partners a gap between the Ethiopian level and the global level, feeling that limited information on global trends trickled down to the local team and learnings from Ethiopia being taken up only to limited extent on global level. The travel limitations likely were a factor in this, with none of the partners from AWS and CDP being able to visit the country during the project time. Another factor was AWS's and CDP's shift or expansion¹⁰ of attention to Asia, following their recognition of global brands' focus.

Communication, lead and adaption capacity

- 73 The project was organised with a "light" lead by AWS, which was limited to channelling communication with SDC, coordinating reporting and facilitating steering board meetings. This organisation and the partners' roles and tasks were agreed upon by the partners. Consortium members largely recognised AWS's work in administration as positive, reporting and balancing the resources constraints of partners, particularly managing the uneven resources for joint meetings and administration. Some

¹⁰ AWS and CDP understand their adaptation as an expansion of focus rather than a shift. "Our role was to engage brands in Africa discussions and elevate scenarios from Africa to a global level. With the former we expanded our focus as too few companies sourced from the project locale for us to do what we were first tasked with, with the latter we continued to share at a global level."

consortium members were critical that the joint meetings focussed largely on administrative and financial aspects, with too little room for thematic exchange and learning.

- 74 Communication with SDC was channelled exclusively through the lead partner AWS. This is a requirement from SDC and corresponds to the usual practice in the management of consortia. The arrangement was a source of discontent for some consortium members, who would have preferred direct access to SDC with their respective positions on the future direction of the project or related to some tensions in the consortium. While SDC has maintained the line of communication through the lead partner, SDC has also undertaken efforts to clarify the situation by commissioning the short assessment of the consortium or by requesting joint positions from the consortium. A more open communication of SDC to all consortium partners might have created considerable communication efforts for SDC, but is unlikely to have helped overcoming the differences between the partners.
- 75 The lead function did not extend to decision making or overall project management, which was done in consensus by the project steering board composed by all five members. According to some interviewed partners, at times this created confusion about who was taking responsibility. The absence of a strong lead and the compartmentalised setup may also have limited the adaptive capacity and the cohesion of the project. Despite the enormous challenges of the context, project partners in Ethiopia largely pursued the initially planned actions rather than taking a more decisive adaptation of the approach, like – for example – withdrawing from activities in the conflict affected regions. On the other hand, AWS' and CDP's rather strong adaptation, reorienting their focus towards brands' priorities in Asia, was limited to their respective activities on global level and increased the gap between global and Ethiopian levels.
- 76 The consortium has been useful in bringing different partners together and fostering joint learning. However, it has been less effective in ensuring a coherent project design and implementation approach. The lesson may be that the ideal modality depends on the purpose and that the main purpose of a partnership should be clearly chosen. Partnerships for mutual learning and networking work best in a loose consortium, not forcing partners into a joint responsibility for concrete actions and delivery of results. On the other hand, projects focussed on clear actions and tangible results are better planned and implemented with one organisation being clearly in the lead.

Individual organisations strategies

- 77 Some interviewed persons voiced some frustration that the potential for mutual learning and exchange in the consortium was not being fully utilised, due to the tendency to operate in silos within the project. Nevertheless, overall, the partners appreciated the value of working in the consortium and the mutual learning and exchange opportunities it offered. All organisations aimed at developing their expertise either in water management or in the cotton and apparel sector, and the exchange with partners of complementary expertise was perceived as helpful in achieving the goal.
- 78 Indeed, the project has helped each organisation to advance on in their individual organisation's strategy related to water stewardship in the cotton and apparel sector:
- The project was instrumental for AWS to enter the textile and apparel sector, one of the priority sectors in its new strategy
 - For CDP, the project was important to both expand its disclosure mechanisms on water management and expand among the textile and apparel sector
 - For AbTF, the project allowed for the operationalisation of the water management elements, which have been recently strengthened in its Cotton made in Africa Standard
 - Solidaridad could strengthen water management aspects of its engagement with the cotton sector in Africa

- WWI could build up its operations in Ethiopia (and other case study countries like Madagascar or Tanzania) and cooperation with private sector partners in Ethiopia, and it could increase its advocacy reach through its campaign on the “Fair Water Footprint”

In that sense the project has been very successful in strengthening the different partners in their core mission and thus contributed to the advance of water stewardship in the apparel sector beyond the immediate scope of the project.

Tensions in the partnership

- 79 The cooperation in the consortium has not been free of tensions and conflicts. The uneven distribution of resources has been a source of repeated contention, with AbTF and Solidaridad’s component being “underfunded”, limiting their reach and ability to produce optimal results, but also limiting their ability and willingness to extensively participate in networking and exchange meetings in the consortium. This in turn caused some frustrations with other partners who would have wished for more exchange.
- 80 The main line of contention in the consortium, however, was between AWS and WWI, the two organisations who were initially leading the design of the project together. One source of dispute has already been discussed earlier (paragraph 33 onwards), i.e., the question of how relevant Ethiopia and Africa are for the global fashion industry and the private sector driven water stewardship approach.
- 81 Controversial discussion of core approaches in a project isn’t necessarily a bad thing, as it can lead to greater scrutiny and awareness for the theory of change and underlying assumptions. However, it appears that the tensions went deeper and that other issues were at play as well. One of such issues was AWS updating its strategy early in the project, moving away from its earlier regionalised setup with WWI being designated as AWS’s regional partner for Africa. AWS changing its strategy reduced the institutional role of WWI in the application of the AWS standard, and this caused frustration. Interviewed persons mentioned additional problems in the cooperation, and clearly mutual trust between the two organisations has suffered.
- 82 While overall the consortium has managed to navigate this situation and keep delivering on its tasks, it is likely that the effectiveness and efficiency would have been greater without these underlying tensions. The rift between the two organisation was the main reason for the perceived gap between Ethiopian and global levels in the project. A further expression of this is the separate engagement of WWI and AWS on global level, the former being engaged in the “Fair Water Footprint” and the latter in its global impact accelerator, with apparently little mutual participation.

4.6 Sustainability

- 83 The project’s strategy for sustainability is largely built in outcome 3, which is aimed at “lesson learning, outreach and legacy”. While the Project Document hints at a second phase for “validation and sector scaling”, the strategy for scaling was not further developed.
- 84 In line with this prominent anchoring of sustainability in the project strategy and log frame, the project partners have paid significant attention to document knowledge and experiences and make them available at the different levels of intervention. Interviews with stakeholders indicate that the project’s documentation – such as the water security scans or the training materials – are well known, appreciated, and used.
- 85 Replication potential in Ethiopia or the region of many of the results is good in principle. Replication of some of the project’s result in Ethiopia may take place without further support, for example the translation in other local languages of the farmer’s training manuals produced with the Ministry of

Agriculture. However, in most cases some further support would be needed to increase the chances and reach of replication.

- 86 Overall, the project period was too short to reach sufficient maturity for realising the full replication potential. One example is the support of IP in stakeholder consultations with communities surrounding the IP. While this is a very relevant line of support to address the impacts of the IP on its surroundings and give the most vulnerable a voice, the meetings conducted were too few to have a lasting impact. Ensuring that the mechanisms would persist, would require more time and support (see also documentation of visits to Bole Lemi IP and nearby community in annex 7.6).
- 87 The pandemic, as well as the effects from the conflict and the institutional reshuffling had a strong impact, leading to more time needed at each instance to adapt, effectively shortening the time available for the project's activities. In the end, the disunity in the consortium, which makes a direct follow-up in a potential phase II unlikely, is the main restraining factor for realising the full replication and sustainability potential of the project's work in Ethiopia.
- 88 Finally, all partners have their own strategic interest in fostering water stewardship in the cotton and apparel sector beyond the project. The documents and results produced in the project are generally helpful for the partners in their further projects and thus increase the sustainability of the project results.

4.7 Perspectives

- 89 In May 2022, SDC asked the consortium to provide a consolidated vision for phase 2. The consortium conducted a workshop supported by an expert in organizational development. However, the consortium did not manage to identify a common denominator needed to develop a joint vision. Consequently, the consortium did provide SDC with positions of each individual consortium partner, but not with a joint vision. Interviews during the evaluation have largely confirmed the positions outlined in this earlier communication, namely that there is no consensus on a joint way forward.
- 90 AWS and CDP would like to focus a next phase on Asia, where global fashion brands' interest and leverage potential is greatest. WWI presented clear ideas for a continuation in Africa, expanding the project to other countries in the region, but without connections to other consortium members. Solidaridad East & Central Africa is willing to continue in a project focused on Africa, while Solidaridad Asia could partner with a project shifting focus to Asia. AbTF decided not to further participate in the project, regardless of its future orientation, unless located in countries where conditions are right for expanding "Cotton made in Africa".
- 91 The different views on a future phase are matched largely by the organisations' differing assessment of the project's theory of change and the question whether private sector driven water stewardship can work in locations with relatively minor importance as global sourcing hubs. However, the individual organisations' strategic orientations appear to play as much of a role for their proposals for a next phase: AWS, with its business-oriented financing model, is obviously poised to follow the global private sector's priorities in Asia, while WWI, with its focus on advocacy for the most vulnerable, on Africa and with its grant based fundraising model, has an obvious interest in continuing in Africa. Similarly, CDP's focus is much stronger on Asia than Africa, with several offices in the Asian region and an active project partly focusing on increasing water disclosure in that region, while AbTF is fully oriented towards private sector players in Africa willing to serve as managing entities for CmiA's certification approach.
- 92 Given that the consortium members have no wish for a joint continuation and given the absence of a joint proposal for a next phase, there is little ground for SDC to directly pursue funding a new phase of the project. The question is rather, which learnings from the project may be integrated in other

ongoing or planned initiatives, or which interesting new lines of intervention may be deduced from the results of the project.

5 Conclusions

- 93 One of the most notable achievements of the project is that it helped all partners to advance on their strategies, develop their expertise and expand their partnerships related to water stewardship and work in the textile and apparel sector. As all partners are champions of the water stewardship approach or of sustainability in cotton, this itself is a valuable result of the project and in line with SDC's overall aim.
- 94 The project partners benefitted from working together in the consortium in their joint pursuit of developing expertise and partnerships related to water stewardship or to enter the apparel sector. In service of these goals, the continuous exchange, mutual learning, and perhaps also controversial discussions on the theory of change, were helpful for the partners.
- 95 Tangible achievements of the project include increased awareness among global fashion brands and investors for water stewardship in the apparel sector and increased readiness to act, as well as concrete improvements of water management in Ethiopian textile and garment manufactures and in cotton farming. A large number of farmers, communities around industrial parks and SMEs directly benefitted from improved efficiency of water use and reduced pollution.
- 96 However, the project suffered from flaws inherent to the design and theory of change of the project. The premise of leveraging on the "leadership and support from the global apparel sector" to the SMEs in their supply chains in Ethiopia has been overly optimistic, given the limited relative importance of Ethiopia and Africa for sourcing of the global fashion brands. Furthermore, the intention to work across the full value chain from cotton growers to garment manufacturers in Ethiopia could not be realised due to the structural characteristics of the Ethiopian cotton sector, with local cotton production being largely disconnected from the manufacturing industry in the country.
- 97 These limitations were known already during the project design – they are mentioned in the project document – but seem to not have been fully been taken into account when developing the theory of change. The difficulties Ethiopia experienced in the past years, particularly from the economic fallout of the conflict impacting the country's export-oriented textiles and apparel sector, further exacerbated the difficulties to engage global fashion brands at the intended scale.
- 98 The project partners' inability to develop a joint solution to deal with this insight resulted in part from a strategic misalignment of the leading project partners AWS and WWI. AWS has refocused its strategy fully on a business-oriented model following global brands priorities', while WWI remains dedicated to its core of advocacy for the most vulnerable and its mission in Africa. These different organisational strategies have ultimately been mirrored by different strategies being pursued within the same project: AWS's and CDP's approach on global level and WWI's approach in Ethiopia. The cotton part of the project was also somewhat separate from the other parts due to the local cotton value chain having few actual links to manufacturing in the country. In this way, all partners still achieved results and could advance on their organisational strategy, but the coherence within the project suffered and synergies and links were used much less than initially planned.
- 99 In conclusion, the project's design and setup had advantages and limitations. The strength lies in the mutual learning and the joint efforts to develop into a new sector. Limitations manifested in the overly ambitious design, which did not sufficiently recognise the strategic differences among the partners and some realities of the Ethiopian context, as well as in the consensus-based consortium modality, which was not effective in aligning partners for a coherent implementation approach.

6 Final reflections

Phase II

- 100 There is no basis for continuing the project in a second phase with the same consortium. The partners have no joint position for a continuation and phase 1 has revealed significant design flaws that can only be addressed by a fundamental redesign of the project.
- 101 In principle, the three de-facto subprojects that have taken shape within the consortium - private sector driven water stewardship, pioneering water stewardship in emerging sourcing locations, water stewardship in cotton - all have their merits and may be the subject of future SDC support. In the following, some reflections are given on how these three strategies could be further developed, based on the learnings of the project.

Private sector driven water stewardship in global sourcing hubs

- 102 Water stewardship can be fostered in global sourcing hotspots with dense clusters of suppliers in Asia, where global brands face low barriers and can pool resources for a strong impact. As this strategy follows the global brands' priorities and aims at lowering the costs and barriers, it is ready for commercial financing and does require little donor support at its core. Donor funding is still valuable for investments in watersheds that are of more public nature and go beyond the scope and ability of SMEs in a production hub. Therefore, SDC support could complement a private sector driven initiative in an industry cluster and link this private sector initiative to the public sector in the same watershed. This strategy, favoured by AWS and CDP, is closest to SDC's aim to facilitate private sector driven approaches and achieving maximum leverage.

Pioneering water stewardship in emerging sourcing locations

- 103 A different approach would be fostering water stewardship in emerging sourcing hubs by supporting countries in employing their development efforts towards the "right track" from the start. Such pioneering efforts may be valuable before the sectors become sufficiently mature for a brand led water stewardship approach, thus they are likely to rely on substantial donor funding. In this strategy, projects would need to be led by governmental partners such as the Industrial Park Development Cooperation in Ethiopia or multilateral bank's investing in the development of industries and special economic zones.
- 104 Engagement with global brands is still relevant in such an approach, but given the lack of wider brand interest, engagement needs to focus on a small number of individual brands. Willing champions can be identified and integrated in a broader multi-stakeholder effort. An option could also be direct private sector cooperation of SDC with progressive brands.
- 105 One of the most successful elements of the project's work in Ethiopia was its connection to other relevant initiatives with a broader approach, such as the GIZ projects NatureRes and Sustainable Industry Clusters. A possibility for SDC could be to seek cooperation with such broader initiatives, aimed at supporting sustainable and equitable development of industries in emerging locations and specifically support those initiatives in integrating water stewardship approaches in their broader portfolio.
- 106 Ethiopia continues to be a location with potential, under condition that the political and economic situation stabilises. The project in Ethiopia produced several interesting results and entry points, that deserve continued support to secure the maximum sustainability potential of the already invested efforts. Other potential locations in Africa proposed by WWI may be equally relevant.

- 107 Regardless of a continuation of support to the project in Ethiopia, in the remaining time of the project, it is recommended to explore the possible connections with SDC's support to the partnership of Lugano and Hawassa.

Water stewardship in cotton

- 108 The efforts on improving water efficiency and effectiveness in cotton and improving traceability and certification of cotton continue to deserve support. Given the experience of the project, the case for integrating such work in a same project with support on the textile and garment industry is less strong and future support should better fully aim at the needs of the agriculture sector. SDC has supported the recently completed Water Efficiency in Rice and Cotton (WAPRO) project, which included work on the AWS standard. Should SDC consider further support to water management in cotton, it would certainly be advisable to link future support with the partners and experiences from the project in Ethiopia.

Networking, mutual learning and joint advocacy

- 109 Given that one of the most notable outcomes of the project was the strengthening of the individual organisations in their core mission, one recommendation is to pursue the support of the organisations whose missions are relevant to SDC's strategies. Rather than supporting specific tasks in a rigid project-based framework, support can be focussed on the organisation's core mission and their developing within a wider ecosystem of organisations advancing water stewardship or work on reducing water pollution. The support should be complemented by opportunities for networking and mutual learning among partners in the ecosystem to be supported.
- 110 In line with this aim, SDC is already supporting AWS, CDP and WWI in the framework of its initiative on "Promoting Water Stewardship 2030". SDC could hold a conversation with the partners on how to strengthen and expand this type of support rather than seeking new project-based approaches. The current tensions between AWS and WWI are probably an obstacle to effective exchange and joint advocacy, therefore it is advisable that the organisations address this and invest in rebuilding trust.

Consortia and co-financing modality

- 111 The experience with the modality of a rather large consortium and an ambitious agenda has shown its limits. It is recommended to choose modalities that are clearly in line with the purpose of projects. Large consortia are best suited when the main purpose of the support is fostering mutual learning, networking, and joint advocacy. On the other hand, projects focussed on clear actions, tangible results and systemic changes require strict planning and a clear chain of command in implementation. This is best achieved in smaller partnerships with a strong lead organisation. Mandates with 100 % funding may also be a better modality for the latter compared to a co-financing modality.
- 112 Co-financing of projects has a number of advantages such as leverage of funds and experience. The co-financing modality of the project has proven successful in connecting it to other relevant initiatives. A downside of co-financing modalities is the increase in complexity and project partners need to juggle multiple donor requirements.
- 113 Another recommendation that can be derived from the positive experience in the project would be for SDC to maintain its high level of flexibility in similar arrangements.

Project preparation

SDC may design future competitive calls for proposals including a more intensive planning phase for the successful proposals, equipped with adequate resources. This is likely to lead to a more mature project design and resources planning.

7 Annex

7.1 Assessment grid

Note: this assessment grid is used for evaluations and internal assessments of SDC or SECO financed projects and programs (hereinafter jointly referred to as an 'intervention'). It is based on the OECD Development Assistance Committee evaluation criteria.¹¹ If specific results are not yet measurable at the time of the assessment, it requires analysing the likelihood of achieving impact and sustainability. All applicable sub-criteria should be scored and a short explanation should be provided. Additional sub-criteria may be added.

Select the corresponding number (0-4) representing your rating of the sub-criteria in the column "score": 0 = not assessed; 1 = highly satisfactory; 2 = satisfactory; 3 = unsatisfactory; 4 = highly unsatisfactory

- **Highly satisfactory (HS)** – there were no shortcomings in relation to the intervention's relevance, coherence and efficiency; the objectives at outcome level were fully achieved or exceeded and are likely to have a significant impact, which will be sustained in the future.
- **Satisfactory (S)** – There were moderate shortcomings in relation to the intervention's relevance, coherence and efficiency. Most intended objectives at outcome level were achieved (or for mid-term: are likely to be achieved). The likelihood of achieving intended impact or sustainability of the intervention's benefits is reasonable.
- **Unsatisfactory (U)** – There were important shortcomings in relation to the intervention's relevance, coherence and efficiency, in the achievement of its objectives (N.B. if outputs are achieved, but do not result in the expected outcomes, consider rating relevance and/or effectiveness as unsatisfactory). The likelihood of achieving intended impact or sustainability of the intervention's benefits is questionable.
- **Highly unsatisfactory (HU)** – There were very severe shortcomings in relation to the operation's relevance, coherence and efficiency. Intended objectives have not been achieved, achievement of intended impact or sustainability of benefits are highly unlikely.
- **Not assessed (na)** – The criteria statement cannot be assessed. Please explain and provide details in the justifications section.

Title of the evaluated intervention: Tackling Pollution from Textile and Apparel sector through engaging SMEs in Water Stewardship in Ethiopia

Evaluation type: External Evaluation – End of Phase 1

Evaluator(s):

Date of the evaluation: 20.04.2023

¹¹ For more guidance see: Better Criteria for Better Evaluations. Revised Evaluation Criteria. Definitions and Principles for Use, OECD/DAC Network on Development Evaluation, 2019.

Key aspects based on DAC criteria	Score	Justification (Provide a short explanation for your score or why a criterion was not assessed)
Relevance Note: the assessment here captures the relevance of objectives <u>and</u> design <i>at the time of design and at time of evaluation</i>		
1. The extent to which the objectives of the intervention respond to the needs and priorities of the target group.	1 - highly satisfactory	The project addresses water management in a sector of high global significance and with a very high water footprint. The Ethiopian government is investing significantly in developing the apparel sector as part of its growth strategy.
2. The extent to which the objectives of the intervention respond to the needs and priorities of indirectly affected stakeholders (not included in target group, e.g. government, civil society, etc.) in the country of the intervention.	1 - highly satisfactory	A wide range of stakeholders (potentially) benefit indirectly from better water management in cotton production and in the textiles and garment industry.
3. The extent to which core design elements of the intervention (such as the theory of change, structure of the project components, choice of services and intervention partners) adequately reflect the needs and priorities of the target group.	3 - unsatisfactory	In principle, pertinent ToC but some key assumptions on Ethiopia were not correct.
Coherence		
4. Internal coherence: the extent to which the intervention is compatible with other interventions of Swiss development cooperation in the same country and thematic field (consistency, complementarity and synergies).	2 - satisfactory	Highly coherent with SDC's strategic orientation, but issues with the internal coherence in the project consortium
5. External coherence: the extent to which the intervention is compatible with interventions of other actors in the country and thematic field (complementarity and synergies).	1 - highly satisfactory	Good alignment with country priorities and linkages with other relevant donor initiatives (GIZ, EU)
Effectiveness		
6. The extent to which approaches/strategies during implementation are adequate to achieve the intended results.	3 - unsatisfactory	While generally pertinent, the overly ambitious design did not sufficiently recognise the strategic differences among the partners and some realities of the Ethiopian context.
7. The extent to which the intervention achieved or is expected to achieve its intended objectives (outputs and outcomes).	2 - satisfactory	The intended results have been largely achieved, but some design flaws and tensions in the consortium have limited optimal outcomes.
8. The extent to which the intervention achieved or is expected to achieve its intended results related to transversal themes.	0 - not determined	Not in the scope of the evaluation
Efficiency		

Key aspects based on DAC criteria	Score	Justification (Provide a short explanation for your score or why a criterion was not assessed)
9. The extent to which the intervention delivers the results (outputs, outcomes) cost-effectively.	0 - not determined	Not in the scope of the evaluation
10. The extent to which the intervention delivers the results (outputs, outcome) in a timely manner (within the intended timeframe or reasonably adjusted timeframe).	1 - highly satisfactory	Non-cost extension of 6 months was required, but given that the project was subject to strong contextual challenges (Covid, conflict) that caused large delays, overall good results were delivered in the short time available
11. The extent to which management, monitoring and steering mechanisms support efficient implementation.	2 - satisfactory	Overall adequate for the type of consortium, but a leaner consortium with a stronger lead may have been more adequate for the type of project.
Impact		
12. The extent to which the intervention generated or is expected to generate 'higher-level effects' as defined in the design document of the intervention. Note: when assessing this criterion, the primary focus is the intended 'higher-level effects'. In the event that <i>significant</i> unintended negative or positive effects can be discerned, they must be specified in the justification column, especially if they influence the score.	1 - highly satisfactory	The project helped all organisations to advance on their own agenda and strategy on water stewardship in the apparel sector. As they are relevant players for water stewardship, lasting higher-level effects can be expected.
Sustainability		
13. The extent to which partners are capable and motivated (technical capacity, ownership) to continue activities contributing to achieving the outcomes.	1 - highly satisfactory	All partners have acquired additional relevant expertise and are expected to build on the achievements in their further activities
14. The extent to which partners have the financial resources to continue activities contributing to achieving the outcomes.	3 - unsatisfactory	As partners can't agree on joint position for a second phase, direct SDC funding for continuation is unlikely. Partners may continue to contribute to some of the intended outcomes with further activities funded from other sources.
15. The extent to which contextual factors (e.g. legislation, politics, economic situation, social demands) is conducive to continuing activities leading to outcomes.	3 - unsatisfactory	Context developed very unfavourably during the project time (Covid, conflict, economic impacts from conflict). Current cease-fire agreement may be the start of improvement.
If an additional sub-criteria is relevant please formulate it here	select	Click here to enter text.

7.2 Budget summary

Partners	SDC contribution (1000 GBP)	Other and in-kind con- tribution (1000 GBP)	Total (1000 GBP)
AWS	289	558	848
WWI	867	597	1'464
CDP	310	310	620
AbTF	93	93	186
Solidaridad	94	94	189
Total	1'654	1'653	3'307

7.3 Summary of main project results

	AbtF and Solidaridad: Cotton production	WWI: Textile production, dyeing and garment manufacture	AWS and CDP: Sector investment, purchasing, standards and policy	WWI: Regional Benchmarking beyond Ethiopia
Outcome 1: Evidence and consensus on priority opportunities for improved water stewardship throughout the apparel value chain	Water Security Scan of Ethiopian Cotton Production (August 2021)	Water Security Scan (WSS) of Ethiopia's Textiles & Apparel Sector - Putting Water Stewardship to Work: Understanding Water Risks & Opportunities for Resilient & Inclusive Growth (August 2021)	Water Security, Water Stewardship and the Textiles and Apparel Sector: discussion paper and briefing note for sector stakeholders (March 2021)	Pan-African Water Security Scan, "How fair is fashion's water footprint?" (August 2021) Strong media attention on the report Glasgow Declaration for Fair Water Footprints at COP26
	Increased consensus on national and regional level among Government ministries, private sector, development partners, and CSOs on opportunities and barriers to water stewardship			
Outcome 2: Water stewardship innovation and action.	Training manuals (picture blocks) on water management in cotton farming developed and tested, with cooperation and endorsement of MoA. Training of trainers (extension agents), Increased water use efficiency and productivity in irrigated cotton through trainings.	Support to IP in Covid mitigation. Tangible changes in water stewardship practices (water efficiency, wastewater management, pollution control and WASH) were made in operational partners, affecting >57,000 people. Reduction of water losses in IP. Priority risks addressed, e.g., improved groundwater infiltration, treatment plants for high fluoride in drinking water (studies and preparation). IP stakeholder dialogue.	AWS Impact Accelerator Programme launched (November 2022) with H&M and Primark and 30 suppliers. Increased water related disclosure to CDP of apparel organisations from 118 to 272, since 2010, with 50 more expected in 2023.	
Outcome 3: Lesson learning, outreach and legacy.	Trainings and knowledge sharing visits Documentary video on water management in cotton production Case studies the use of water management practices by farmers in the project region AbTF/AWS: Tackling pollution from the apparel sector: Water stewardship with Ethiopian cotton farmers	Ongoing	Water Stewardship: A briefing for the Textiles & Apparel Sector Report Water Stewardship: A Resource for the Textiles & Apparel Sector CDP Monitoring, Evaluation and Learning Report, upcoming AWS Global Water Stewardship Forum May 17th- 19th 2022, 300 registered delegates, including a textile specific session	

7.4 List of interviews and meetings

Organisation	Persons
In Ethiopia	
Aid by Trade Foundation, Ethiopia	Assefa Aga, Consultant
Bole Lemi Industrial Park, surrounding Jarso Community representative	Chala Giram (BLIP surrounding Gosu community leader) Girma Gemechu (member of the Gosu community) Gidole Sisay (Member of Gosu community)
Bole Lemi Industrial Park	Tinsa'e Emam (BLIP General Manager) Seife Ferede (Chemist Wastewater Treatment Plant) Lemi Geleta (Environmentalist)
Ethiopian textile Industry Development Institute (ETIDI)	Samson Assefa (Cotton Development Director)
GIZ Sustainable Industry Clusters	Sabrin Borga (Environmental and resources efficiency adviser)
ILCA (Local NGO)	Nigist Berhanu (Former project employee)
Industrial Parks Development Corporation (IPDC)	Mergia Kuma (Director of Safety and Environment)
Lucy Farm (a large commercial cotton grower in Awash, South Omo and Arba Minch areas)	Hadush Girma (General Manager)
Melkamu & his family PIC (large scale and small-scale cotton producer using rainfed farming system in Metema and Benishangul Gumuz areas)	Ato Mengistu (Deputy General Manager)
Ministry of Agriculture	Eng. Amerga Keasrie (Senior Engineer and lead executive for small scale irrigation under the directorate of Natural Resources Management)
Ministry of Industry	Getasew Yehuala (Director for Textile Desk) Taye Getinet (Textile senior expert) TsigeHiwot Haftu (Garment desk head)
Sabahar	Shiferraw Nigussie (Production Manager)
Solidaridad Ethiopia	Berhanu Woldu (Cotton project manager) Kalayu Gebru (Senior project manager for Cotton and textile)
Swiss Cooperation Office in Ethiopia	Valenghi Daniel (EDA VLD) Amsalu Abate (EDA ABAAM)
Water Witness International, Ethiopia	Esayas Samuel (Regional Programme Manager) Demilew Asratie (Technical Officer) Lili Degife (WASH officer)
Remote	
Aid by Trade Foundation	Alexandra Perschau, project board member
Aid by Trade Foundation	Britta Deutsch, project manager
Alliance for Water Stewardship	Scott McCready, project board member

Organisation	Persons
Alliance for Water Stewardship (AWS):	Sarah Wade, project manager
CDP	Patricia Calderon, project board member Renata De Souza Leão, Water programme manager Adheem Malik, Grant Manager
GIZ Sustainable Industry Clusters	James Njeru Eskinder Feleke Bethlehem Habtom
H&M	Sharif Hoque, Water Lead
Other	Andreas Steiner, Ex-SDC, in charge at the time of project development
SDC Section Water	Program Manager
Solidaridad	Rachel Wanyoike, project board members
Water Witness International	Dorcas Pratt, project board member
Water Witness International	Nick Hepworth, Director and co-designer of the project
WWF	Alexis Morgan, global water stewardship lead

7.5 List of documents reviewed

Project documents

Consortium AWS, WWI, AbTf, CDP, Solidaridad, 06.05.2022: Written evidence for SDC to consider internally to assist with consortium discussions in relation to any potential Phase II.

Consortium AWS, WWI, AbTf, CDP, Solidaridad, 2020-2022: Progress reports for the project period

Consortium AWS, WWI, AbTf, CDP, Solidaridad, 2022: Consortium's response to the findings of the report prepared by Ken Caplan, 2022

Consortium AWS, WWI, AbTf, CDP, Solidaridad, 4.12.2019: Proposal: 'Tackling pollution from the apparel sector through engaging SMEs in water stewardship' (Project Document)

Consortium AWS, WWI, AbTf, CDP, Solidaridad: Logframe

Ken Caplan, 25.02.2022: Assessment of the functioning of the consortium: Tackling pollution from the apparel sector through engaging SMEs in water stewardship in Ethiopia

SDC, 02.11.2018: CALL FOR PROPOSALS «Boosting collective action for improved water quality»

SDC, 04.11.2019: MAIN CREDIT PROPOSAL TO OPENING CREDIT Nr. 7F-10141.01, Boosting collective action for improved water quality.

Project outputs

Documents on various project outputs provided by the consortium

7.6 Photo documentation

Ministry of Agriculture

6.4. የመርጫ መሣሪያዎች ፅዳት

የመርጫ መሣሪያዎች አገልግሎት ከሰጡ በኋላ ፅዳት ሲደረግላቸው ውኃ መገኛ አካላት በራቁ አካባቢዎች ይኖርበታል። ይህም የውሃ መገኛ አካላት በኬሚካል እንዳይበከሉ ይረዳል።



3.3. ማሳን በአንድ ዙር እርሻ በማረስ ብቻ ለዘር ማዘጋጀት



Picture blocks developed by AbTF and Solidaridad, jointly with the Ministry of Agriculture

Bole Lemi Industrial Park



Bole Lemi Industrial Park outside Addis Ababa – one of the locations where WWI provided support



Wastewater treatment operated by the industrial park, treating effluent from 3 garment factories



Wastewater treatment plant, factory shed in the background



New wastewater treatment plant (not yet operational) for the expansion of Bole Lemi Industrial Park



Representative of a community just outside the Industrial Park. The community is affected by pollution, lack of access to schools, security, etc. Community representatives participated in stakeholder consultations organised by WWI but claim that no actions have resulted.



Effluent polluted, according to the community representatives, source under investigation according to WWI.



Overview of Bole Lemi Industrial Park, including locations of photos above

Sabahar – artisanal textile and garment production



Dyeing



Weaving



On-site wastewater treatment



Study materials and manuals prepared by WWI for the WWTP at Sabahar

Sabahar is a small company located in Addis Ababa, producing high quality artisanal garments for export. Several processing steps like spinning, dyeing, weaving, etc. are done on the same compound. WWI supported Sabahar in improving its water management, resulting in Sabahar investing in upgrade of its wastewater treatment system. The company also engaged in dialogue with surrounding stakeholders for managing the watershed in the immediate surrounding.

7.7 Terms of Reference



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Department of Foreign Affairs FDFA

Swiss Agency for Development and Cooperation SDC
Thematic Section Water

Invitation procedure

Thematic Section Water

Evaluation

Tackling pollution from the apparel sector through engaging SMEs in Water stewardship in Ethiopia

Terms of Reference for the Consultant

Berne, December 15, 2022

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Terms and Abbreviations

Abbreviation	Definition
AC	Award criteria
AWS	Alliance for Water Stewardship
AbTF	Aid by Trade Foudation
CH	Swiss / Switzerland
CDP	Carbon Disclosure Project
CWS	Corporate Water Stewardship
DAC / OECD	Organisation for Economic Co-operation and Development's Development Assistance Committee
FDFA	Federal Department of Foreign Affairs
SW	Thematic Section Water
Max.	Maximum
NGO	Non-Governmental Organisation
SDC	Swiss agency for Development and Cooperation
WWI	Water Witness International

1. Background

The World Trade Organisation's World Trade Statistical Review estimates the current dollar value of world clothing and textiles exports at, respectively, \$454.5bn and \$296.1bn.¹ Asia is the dominant regional production hub for the global supply of both clothing and textiles. The majority of the supply of finished garments and textiles from Asia emanates from lower middle-income countries. Supply of textiles and garments for export has provided countries with a route to economic growth, foreign direct investment, jobs and increased livelihoods.

The clothing and textile industries are built on a complex and highly diversified value chain involving many actors: raw material growers, fibre and fabric producers, wet processors, garment assembly companies, brands, and retailers. Water plays a critical role in each of the clothing and textile production sub-sectors, with large amounts of water and wastewater used. Pollution linked to production is often an issue of knowledge, resource and regulation.

High water use creates dependencies, risks and challenges for the sector, public authorities, communities and ecosystems. Water stewardship enables water users to work together to identify and achieve common goals for sustainable water management and shared water security.

Ethiopia is an emerging cotton Hub in Africa and, not many global or local actors are yet engaged in support of cotton growing SMEs or multinational. The project '*Tackling pollution from the apparel sector through engaging SMEs in water stewardship*' responds to the SDC Strategic Framework 2021-2024 seeking water stewardship projects that engages Sub-Saharan African SMEs serving multi-national supply chains in tackling water pollution.

The projects shall link action research in African supply chains with global learning for the textile sector. Working with diverse actors in the cotton, textile and garment sectors in Ethiopia the project partners produce evidence that shall inform advocacy at a global level. By engaging governments, multinational corporations and investors looking to grow production in Africa, the project develops guidance, learning and incentives to inform sustainable and inclusive economic development.

The project is built to work across the full value chain of the apparel sector – cotton growers, textile producers and garment manufacturers – to generate replicable action and learnings on the benefits of water stewardship to leverage support for better policies, regulation and investments across the Ethiopian apparel sector, and leadership and support from Multinational companies (MNCs) for suppliers serving their supply chains to tackle water-related challenges faced by SMEs, by engaging with sector initiatives, standards systems, multinational corporations and global apparel sector investors.

The Theory of Change of the project was constructed based on the understanding that Ethiopian cotton was included and bought by the local industrial parks with manufacturing for international textile brands. However, throughout the project it became clear that the industrial parks mainly buy the cotton from out-side Ethiopia for manufacturing international brands and Ethiopian cotton is used for the internal market. The project goals are:

- Improvement in policies, regulation and investment across the Ethiopian cotton and apparel sectors
- Leadership from the global apparel sector to address water challenges faced by SMEs serving international supply chains

A wide range of actors shall benefit directly or indirectly from the project: Communities, SMEs, Industrial Parks, Catchment stakeholder groups, Regulators and policy makers, MNCs and Brands and Investors):

The main implementing partners are Alliance for Water Stewardship (AWS), Carbon Disclosure Project (COP), Water Witness International (WWI), Aid by Trade Foundation (AbTF) and Solidaridad Ethiopia. The 5 organizations work as a consortium, whereas AWS holds the consortium lead.

The project phase 1 started on 1.12.2019 and will end 30.06.2023 including a 6 month no-cost extension.

¹ World Trade Organisation (2018) World Trade Statistical Review 2018

2. Objectives of the Mandate

The purpose of this evaluation is to provide SDC with an external and objective assessment regarding the achieved results of the project phase 1 in light of the ToC and the respective objectives set at the beginning of the project.

The evaluation will have to contribute to the learning and accountability as specified in the SDC evaluation policy and provide an overall and comprehensive picture on the project results of phase 1 and provide information on possible effects at the long term including elements of sustainability:

- To evaluate the project phase 1 according to the DAC/OECD criteria (coherence, relevance, effectiveness, efficiency, sustainability, impact) against the planned and agreed objectives and outputs;
- To assess how far systemic changes were triggered by the project and if impact results, susceptible to be sustainable as well as replicable, can be identified ;
- To assess and qualify how the consortium has worked jointly and the added value to the project;
- To assess how the joint work of the consortium has worked towards the implementation of the ToC.
- To identify good practices and share experiences on how to further engage with the private sector along the whole textile supply chain.

2.1 Scope

The scope of the evaluation is limited to the project phase 1, including previous reports and findings, learnings, and recommendations. Experiences and opinions of the different project stakeholders, including SDC should be taken into account as well.

The international consultant will need to select a sample of project contributions and conduct an evaluation of the project 1.12.2019-31.12.2022 with a local consultant from the region.

The consultant has the main responsibility to analyse documents, interview resource persons, produce a report, conduct a 5-7 days field trip to Ethiopia, Addis Abeba as well as to write the evaluation report. In doing so, the consultant will draw on the knowledge, expertise and the experience of a local consultant he/she hires who he/she implicates along the whole process.

2.2 Indicative Evaluation questions

The following questions are indicative only, and will need to be completed and/or adapted by the consultant(s) in the evaluation. The evaluation must carry as much on the project setup and project management as the project activities.

Relevance

- How far were project design (notably through the project components), scope, implementation, modalities and budget adequate to reach the planned objectives and outputs ?
- How appropriate and relevant is the approach and intervention logic in terms of driving systemic change by linking water stewardship activity in Ethiopia's cotton, textiles, and apparel sector with the engagement of brands, investors and wider stakeholders who comprise influence over the global textile and apparel sector?
- Has there been any new information and knowledge acquired since the project was agreed that might have affected the relevance of its design in achieving the Out-comes, Outcome Indicators, and Impact? If so, what are these? What adaptive measures have been taken to capitalize on or mitigate these, and how effective have they been?

Coherence

- How pertinent has the consortium partnership modality been to reach the overall goal of improved water security?
- In Ethiopia, is the project proving to be coherent with in-country priorities (governmental and sectoral)
- How far was the private sector involved during this phase in Ethiopia, and how could their involvement be positioned for greater engagement in the future ?

Effectiveness

- To what extent were the project results attained, in terms of beneficiary reached, private sector engaged, etc.?
- At national and global level, was the steering and implementation setup and the budget allocation within the consortium adequate enough to :
 - (1) ensure effective project implementation
 - (2) guarantee a proper monitoring of the project results,
 - (3) ensure transparency and accountability
 - (4) consolidate the results and ensure effective and project implementation
- Was the engagement in Ethiopia so far effective in terms of partner engagement, results attainment, and to gain leverage with replication potential?
- To what extent have the consortium actors interacted with each other, including interactions between the global and local level, to achieve greater efficiency, create added value as a consortium and ensure the sustainability of interventions?
- To what extent do the different stakeholders (based on interviews) see the added value and/or challenges of working in a consortium? For their individual organization? For the achievement of jointly set goals? With regard to the ToC? With regard to administration?

Efficiency

- Were the coordination mechanisms and leadership in project implementation fit for purpose to achieve the project results ?
- How efficient was the partnership between the different project actors ?
- How far did the consortium partners communicate between each other, in terms of sharing of experience, lesson learning, or building on each others experience (notably also the work on the global level to be implement at the national level) ?
- Based on the available information, were project resources efficiently utilized to achieve the project results, especially considering the COVI D-19 pandemic ?

Impact

- How far did the project influence policies, in Ethiopia and/or globally? Are there any documented examples of such policy uptakes ?
- Are there documented examples of any impact of the project in terms of social or economic improvements for the cotton farmers ?
- What has been the impact of the project for the private sector partners, also within the global discourse ?
- Have there been any indirect/ non-anticipated impacts, such as relative to the uptake by non-stakeholders of elements promoted by the project, be it from farmers, or private sector companies or other actors?

Sustainability

- To what extent are knowledge, information and experiences documented and shared during the project implementation at the national, regional and global level?
- How far have the implementation strategies been oriented keeping in mind a logic of sustainability ?
- Taking into consideration the complex political situation in Ethiopia and the pandemic, how well has each organization been able to fulfil its expected tasks in a sustainable manner ?

Synergies

- How far did the various consortium partners communicate between each other, in terms of sharing of experience, lesson learning, or building on each other (notably for the policy dialogue at national level and globally) ?
- How far did the project coordinate / cooperate with other interventions in the apparel CWS sector in Ethiopia by other donors / projects in other regions or countries ?

Lessons Learned and Recommendations

- Since the start of the project, which achievements in Ethiopia are the partners particularly proud of and why ?

- What lessons can be learned from the project phase 1 in terms of relevance, coherence, effectiveness, efficiency, impact, and sustainability, and what recommendations could be drawn for the thematic section water for any new support targeting CWS engagement along a supply chain ?
- Which are the good practices from this phase, which should be further promoted for replication and up-scaling, and which activities or approaches should be avoided in the future ?
- Make potential recommendation towards SDC/Section Water, which could be useful for the promotion of private sector engagement.

3. Evaluation process

3.1. Evaluation methodology

The evaluation schedule and total time-budget as given below are indicative : they shall be refined by the Consultant in a short **methodological proposal** (2 pages) with a work program, as well as a **financial proposal** along the budget template (FormTypB) in Annex.

3.2. Roles and responsibilities

The international consultant in charge of the evaluation is the team leader. He/she is responsible for organising and implementing the overall evaluation process and is expected to proactively include a local consultant, to be recruited and subcontracted by the international consultant during the whole process. The international consultant of the mandate shall²:

- Coordinate the process, gather and analyse important information and data, provide important methodological elements, and assume overall responsibility for the quality of the result.
- Lead the evaluation. He/she will coordinate, control and supervise the work done by the national consultant.
- Conduct interviews with both the headquarter staff involved and all consortium partners and key actors in Ethiopia.
- Be responsible for the elaboration of the report which summarizes the main findings.
- Mission to Addis Ababa (possibly field visits). The mission to Ethiopia consists of a series of exchanges, interviews, project visits by either one or both consultants.
- Be responsible for the elaboration of the evaluation report and guarantee their high quality.

The international consultant should possess a proven level of knowledge and experience in development cooperation, ideally in the wider water sector and be familiar with the national and regional socio-political and socio-economic issues.

The international consultant will have a contract with SDC's thematic Section Water. The evaluator will report to I based at the headquarters in Bern, during the entire duration of the assignment. Operational support will be provided by implementing partners, and in particular the consortium lead organization AWS.

The evaluation must be participatory, involving all major stakeholders and partners directly or indirectly linked to the project in whatever form. As usual, a variety of methodologies and processes need to be used to collect all the necessary information including triangulation in order to verify the objectivity of the collected information. These methods can include among others: Desk Review: review of all relevant reports and documents from various sources; Key informant interviews and consultations. Field visit to Ethiopia, Interviews, questionnaires, surveys, case studies and other means of information collection.

² see also "Toolkit", chapter 4.

3.3. Evaluation team and budget

The evaluation will be carried out by one or a team of consultants, which might be a firm, an organisation as well as individual consultants. The evaluation shall be carried out by an evaluator, with a clear lead responsible for the final report and interlocutor of SDC/SW; and by one local evaluator based in Ethiopia for the in-country assessments. However, form and distribution of days of the evaluation between international and national consultant can be adapted as long as the following number of days are not exceeded:

- Number of days for the international consultant: max. 20 days in total;
- Number of days for local consultants: max. 10 days in total-

3.4. Process and Timeframe

The following work plan provides suggested dates, responsibilities and resources for the milestone events of the evaluation.

Activity	Tentative date	Responsibilities
Kick-off meeting	End January 2023	SDC, Consultant(s)
Data collection, interviews, field visits, etc.	February 2023	Consultant/s; partners; SDC
Evaluation Report	March, 10, 2023	Consultant/s
Feedback by the Section Water	March, 16, 2023	SDC
Final Evaluation Report	March, 22, 2023	International Consultant
SDC Management Response	End of March, 2023	SDC
Dissemination of the Final Evaluation Report	End of March, 2023	SDC

Covid-19: Due to the Covid-19 pandemic, planned activities in the field and personal meetings may be replaced by virtual meetings and interviews. The final schedule and planning will have to take into consideration the Covid-19 pandemic and will have to be discussed and decided with SDC/SW as well as all the involved partners. While in person visits and interviews are considered to be more effective to appreciate the work done, the ultimate goal is to ensure the health and well-being of all the concerned persons.

4. Deliverables

The final evaluation product analyses and synthesises the elements resulting from the evaluation process. The report must meet the following requirements:

- The final report shall be drafted in English, include an executive summary which highlights the main elements.
- The findings, conclusions and recommendations should be thorough. The final report also takes into account the comments received during the Briefing with SDC/SW.
- The final evaluation report should be concise and to the point and should not exceed 15 pages (excluding the executive summary and appendices) and should be in line with the standards and structure mentioned in the "Toolkit".

In addition to the above mentioned documents, the selected consultant will hand over to SDC upon request, all documents related to this evaluation, including list of interviewed persons, minutes of workshops, slides used for debriefing, pictures, videos, case studies, etc.

5. Reference Documents

Following documents will be provided to the interested consultants in order to develop the technical and the financial proposals as annexes to these TOR's:

- Consortium Project Document phase 1 and Annexes
- ToC

After signing the contract, the SDC/SW as well as the implementing partner will share additional documents as well as lists of potential persons and organizations for the interviews.

6. Tender process

6.1 Competency and profile of the Evaluator

The evaluator(s) are expected to bring along the following evaluation and thematic expertise and experience:

Essential qualities are :

- University degree or equivalent in a relevant discipline;
- English proficiency;
- Proven experience in evaluations and development project assessments ;
- Proven experience of working with Governments, International development agencies, local partners and authorities;
- Experience in and knowledge of participatory approaches and methods;
- Knowledge and experiences in agricultural research & irrigation management, extension and policies;
- Experience in public-private partnerships and private sector engagement.

Advantageous qualities are :

- Experiences with evaluations under COVID-19 pandemic conditions;
- Knowledge of SDC and Switzerland's international cooperation
- A good appreciation and knowledge of the African and/or Ethiopian context.
- Knowledge of the cotton production and/or textile industry would be an asset.

6.2 Awarding process

Suitability criteria	Verification
<i>Experience :</i> The consultant has sufficient experience to fulfil the evaluation.	Min. two (2) references from the past five (5) years with evaluations or similar assignments.
<i>Language :</i> The consultant/consultancy team can communicate in English both orally and in writing, and is able to compile and supply the project results and documentation in English.	Confirmed language skills of the key person(s)

Availability : The international consultant must confirm its availability to execute the tasks listed in the timeframe in chapter 3.4.	Written confirmation of the availability of the consultant and the capacity to hold the proposed timeline.
Conflict of interest : The consultant/consultancy team declares to be free of any conflict of interest.	Written confirmation

Award criteria	Weighting	Verification
Qualifications of the international consultant	50%	CV(s) and references.
Understanding of the mandate, quality of the approach and methodology	20%	Proposal description.
Financial offer	30%	Form TypB filled out in CHF.

6.3 Application procedure & timetable

Date / Deadline	Activity
15.12.2022	Invitation to tender to be sent by SDC to at least 2 bidders
09.01.2023	Deadline for submitting questions by e-mail to :
11.01.2023	Sharing of the questions and answers with all interested tenderers
13.01.2021	Deadline for submission of technical and financial offer by e-mail to
End 01.01.23	Information of the awarding / non-awarding of the contract to all bidders
Beginning 02.23	Signing of contract
Mid 02.23	Contract start date

6.4 Structure and content of the bid

The technical proposals should include the following content:

- Understanding of the assignment;
- Approach and methodology for the assignment;
- Financial proposal as an annex.
- CV as an annex.

The technical proposal should not exceed 2 pages and the financial proposal should be no more than one page and should outline the number of days and the daily rates for each proposed consultants in Swiss Francs. The financial proposal should include all necessary travel costs for this assignment, even if it is not yet clear whether travels will be possible or not because of the Covid-19 pandemic or security reasons.

7. Annexes

No.	Annex
1	Budget form type B – for legal entities, organizations and self-employed persons
2	Consortium Project Document phase 1 and Logframe